

> Network Rail — Agile Working

Location

London / Milton Keynes

Client

Network Rail

Start / Completion

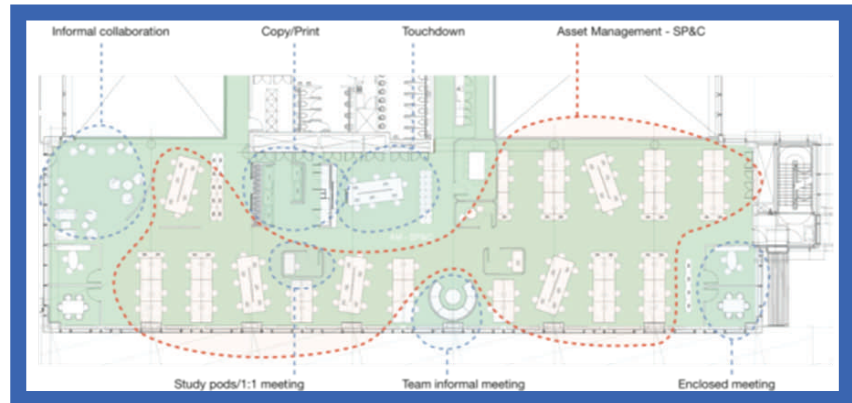
April 2011

Completion

August 2011

Services provided

Workplace Solutions; Workforce Engagement, Agility Profiling and Capacity Review



Following our initial feasibility report on the workforce capacity assessment for Network Rail's new National Centre Headquarters in Milton Keynes, we were appointed to undertake a thorough workforce engagement programme to validate the business needs and workforce agility, enabling a review of the current building design, the workspace, worksettings and functional adjacencies.

The National Centre is a major landmark development in Milton Keynes, creating a new operating environment for Network Rail by co-locating functions from across the business which are currently dispersed across a number of buildings in London and other parts of the country. The new building, due for completion in June 2012 will provide accommodation for c. 3400 staff.

The client brief required our team to fully understand the culture of the organisation, its broad operating functions and existing working practices in order to clearly define the business needs, understand business adjacencies and develop flexible workplace solutions through the provision of a variety of activity driven worksettings.

In order to achieve this we applied our unique methodology and toolkit and working with our partners at iDEA, engaged with over 2500 staff using our 'me + my workplace' online survey supported by face to face interviews with 54 senior managers. The key outcome was the development of the business's Statement of Requirements, articulating the strategic direction of the Functions, along with an evidenced based needs and agility assessment of each and every team within the business. This report also identified the key adjacencies of the functions to enable efficient collaboration, validated headcount and provided a good baseline of workplace performance with which to measure success and value from the future workplace solution.

This information was then developed into a detailed set of operational needs, activity based worksettings and an overall space budget. A full review was then carried out of the National Centre office areas and key collaboration zones, such as the central atrium space, leading to the issue of the Final Report.

The Final Report provided a thorough insight into Network Rails needs,

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articulating clearly the requirements for the new HQ building. It illustrated the business relationships between the functions, which led to the development of a detailed block and stack of the building. Concept plans were then developed using a range of alternative worksettings to support the activities identified during the staff engagement; once endorsed, these were then developed to reflect bespoke operational requirements for all floor areas within the National Centre.

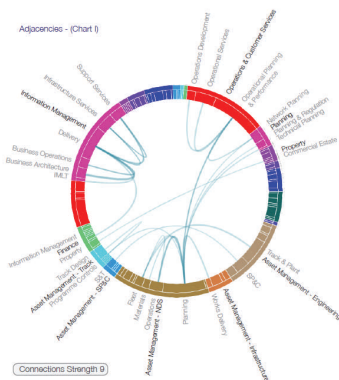
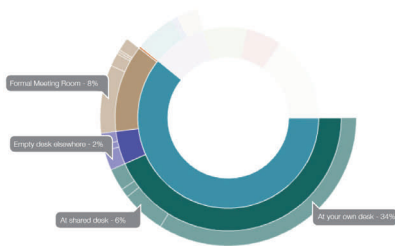
During the development of the Final Report we engaged with the client project team, the key functional stakeholders and also the design team for the National Centre to ensure that the solution was 'endorsed' as it was developed and that any key impacts were identified early to minimise possible cost or programme issues for Network Rail.

BENEFITS

Our team has worked closely with Network Rail, exceeding the required outputs and expectations from the commission; leading to a proven, endorsed and flexible solution that meets the business needs, provides clarity on workforce agility and delivers a solution that enables Network Rail to achieve the operational and financial benefits required with minimum cost and programme impact.

Key benefits are

- Significant engagement programme leading to greater awareness of the agile working programme, resulting in greater buy-in and support.
- Improve the utilisation of the space and encourage greater agility of the workforce.
- Enable Network Rail to increase the financial performance of the organisation by providing efficient and attractive workplace at reduced costs, leading to a high performing workforce.
- Catalyst to deliver step change in the speed and effectiveness of the organisation, supporting the transformation of an organisation from traditional, territorial occupation protocols to one where shared worksettings are the norm.



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NEXT STEPS

We are currently working with Network Rail to prepare for the next stage of the project and support the project team with the ongoing development of the workplace design including identifying and assessing any changes in operational structure as a result of the Devolution programme.

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